CUSTOMERS' SATISFACTION TOWARDS EDUCATIONAL SERVICE DIVISION; REGISTRAR OFFICE AT SRINAKHARINWIROT UNIVERSITY (PRASARNMIT) IN ACADEMIC YEAR 2015

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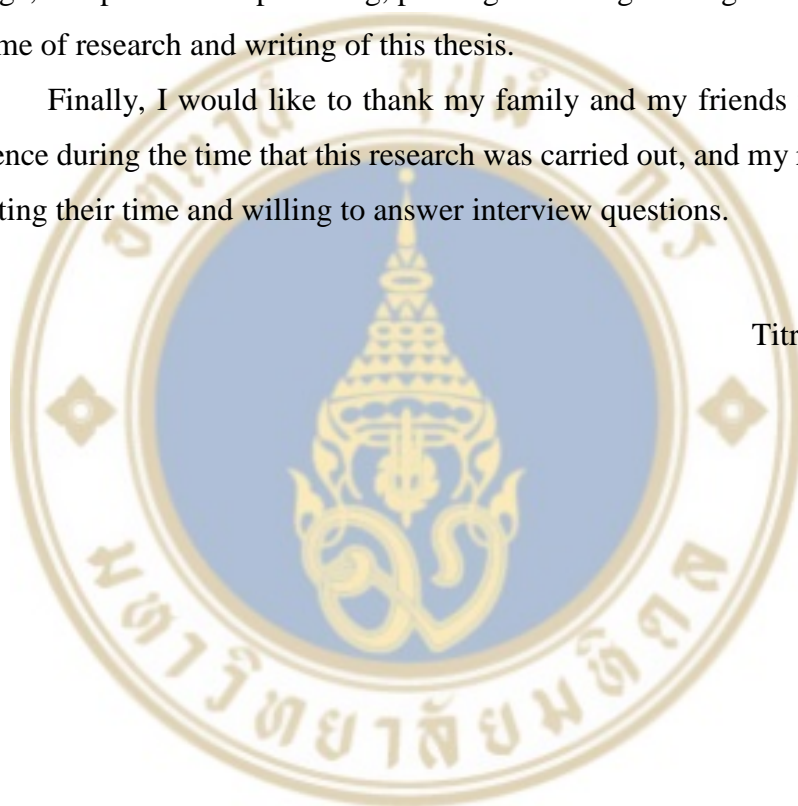Ph.D.
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ABSTRACT

The Educational Service Division, so called, registration office or registrar office, has been an important division in the university by containing the registrar office to provide service for students (current and former), instructors, and visitors. By the reason of providing service, registrar office at Srinakharinwirot University (Prasarnmit) must measure the outcome of service.

The qualitative method was applied for this study by conducting the in-depth interview with 8 current students from 8 faculties in Prasarnmit campus whom have already directly experienced the service Result in this research identify the factors to indicate the satisfaction of customers toward the service; 1) process, 2) Facility, and 3) Staff by the overall result, students were satisfied with the service, but still left comments for each of the factors as good progress to make changes in the future of Registrar Office at Srinakharinwirot University.

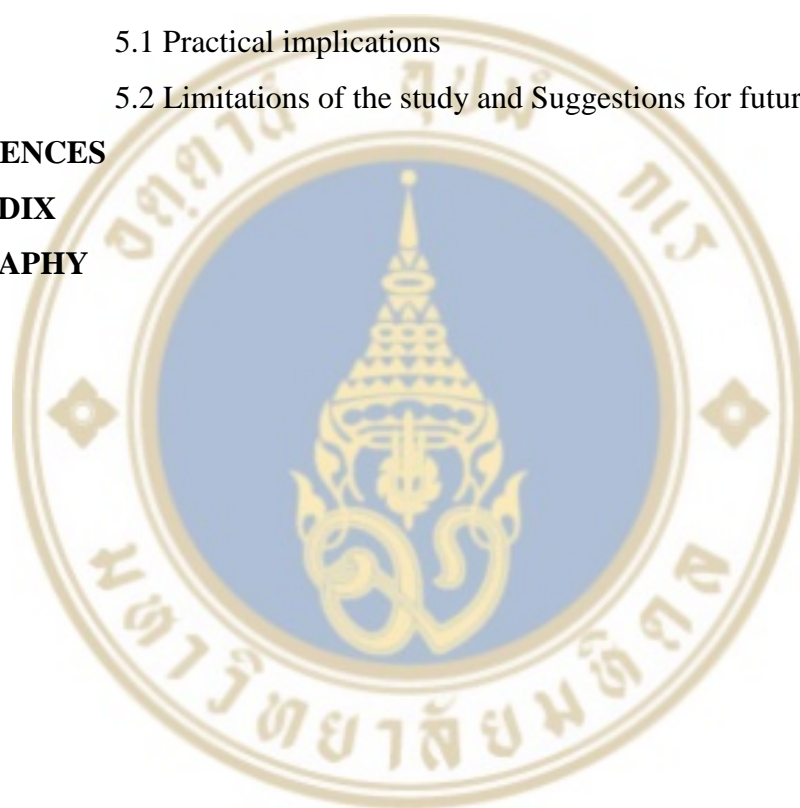KEY WORDS: Satisfaction/ Service/ Registrar Office/ Registration Office

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CHAPTER I
INTRODUCTION

1.1 State of Problems

Education has become an important term for centuries. In Thailand, education could be found at the temple, where monks taught the kids in the community, or the boys were sent and transferred to the monks to study in a further level (Bhulpat, 1981), As Thai people have given importance to the religion. Temples were the place for villagers and the entire community to get together and brainstorming to create a festival or local party, centered of Thai people. The teaching for Thai people mainly came from the Lord Buddha, for living without disturbing other people (Maliwan, 1990). Part of that became the reason why Thai kids were sent to obtain their education at the temples. Then small temples became a temple school (Rong Rien Wat), still, it has been the place where people in the community sent their kids to, except for a family with a wealthier financial situation.

Other than sending to the temple school, the kids would be sent to a private school with a bigger additional charge (Pae Jia). It's where parents were ensured that their kids will be highly acknowledged and secured (Buphamas, 2007). Besides knowledge and security, private school could also provide innovation on technology and human resources; teachers (Thai and foreigner) to educate the kids for higher level of lessons and languages, especially English language as common used globally. Innovative resources could be found at private school because the tuition is slightly higher than public schools, so the school's executives gained more purchasing power on machines and employees to provide and educate the kids. As the sample family of the researcher (Khumsath Family), parents mentioned that the reasons their kids were sent to private schools because the gain of knowledge to apply on the entrance exam when admitting to university for bachelor's degree level.

In order to admit to the top universities in Thailand, kids must be well-educated and be able to pass or obtain the highest entrance scores for the main subjects;

Mathematics, Thai language, Sociology, Sciences, and English language, so-called; Entrance exam, Admissions (O-NET, A-NET and GAT/PAT) (Sangbuaphuen, 2007). The higher you get, the more opportunity you obtain to admit to universities. In universities, types of degree were separated to Bachelor of Arts, Bachelor of Sciences, Bachelor of Fine Arts, Bachelors of Engineering, Bachelor of Education, etc. The last degree is applied for those who obtained to become a teacher; kindergarten, middle school, and high school.

AEC has become popular among governmental offices, as every department is working toughly to improve its organization's quality to meet and be able to support AEC (Bangkok Post, 2012). Some of rules and regulations were changed to flexibly cope with neighboring countries, for those to work and study in Thailand. For neighboring countries to study in Thailand, Thai universities must provide quality, facilities, and service for foreign students. Starting by providing quality, at this point aimed to the core product of universities which is impeccably 'Education' to provide quality of education could start from opening interesting curricula, international programs. Facilities to provide students can be the modern and efficient classrooms with study hall, sport club, cozy environment, activities for foreign students to participate with Thai students (in order to exchange languages and cultures). And the last item is service, this could be both link to facility and quality. Facility obviously links to service. Service involves with quality because the Academic Affairs is in charge of the quality, as Academic Affairs usually contains of Registrar Office, which is important according to the status of students, grading, and graduation. Registrar Office must provide useful information to students from the starting (after being accepted) to the last day of the school year. Providing information is considered as providing service.

Srinakharinwirot University, formerly Higher School Bachelor of Education was well-known as an institute to produce teachers. Later on, there was some slight change of the wind, which blew Srinakharinwirot University to be famous as Sport Institution, currently famous about Faculty of Fine Arts. According to the change of the product and service, the educators must be able to support the university to be blown to the same direction. One of the main supports happened to be involved with Educational Service Division, which currently become fully know as Academic Affairs as well. The division is entirely touched the heart of the university. Educational Service Division

consists of four functions; 1) Registrar Office, 2) Office of Curricula, 3) Office of Educational planning and scheduling, and 4) Admissions Office. At the division, all offices must be able to provide information and acknowledge the students, instructors, and any visitors both Thai and foreigners.

The importance of Educational Service Division at SWU is the overall responsibility of Academic Affairs as the division provides service from the entrance of undergraduate students, provide information for instructors to create and maintain the quality of each curricula, help forwarding the curricula to get an approval from University Board and Office of the Higher Education Commission, arrange the classrooms and exam schedule for each faculties, and provide study plan, issue transcripts and certificates for undergraduate students (current and alumni). For the corporate culture at Educational Service Division, service is compared to the Public Relation, whether university will be chosen or not, depends on impression of students and parents toward the service provided by university, Educational Service Division is certainly part of university. But service does not always come from Educational Service Division, but somehow would depend on other departments as well, can be considered as Threat and Opportunity to Educational Service Division.

The study aimed to study the overall service from Educational Service Division; Registrar Office, SWU (Prasarnmit), to obtain the level of customers' satisfaction towards the division, and discuss the issue occurred during the service. Moreover to see if other department could become a strong threats and opportunities towards Educational Service Division or not.

1.2 Scope of Study

1. Scope of Content

To study the satisfaction of customers toward the Educational Service Division: Registrar Office

2. Scope of Population

The number of population of current undergraduate students at Srinakharinwirot University is 12,547. Eight undergrad students from each of the following faculties were selected using convenience sampling.

a. Faculty of Humanities (first year)

b. Faculty of Sciences (second year)

c. Faculty of Social Science (third year)

d. Faculty of Physical Education (forth year)

e. Faculty of Fine Arts (fifth year, B.Ed.)

f. College of Social Communication Innovation (second year)

g. International College for Sustainability Studies (first year)

h. School of Economics and Public Policy (forth year)

CHAPTER II
LITERATURE REVIEW

This chapter discusses three theories that are commonly used in customer's satisfaction research namely, theory of needs, theory of satisfaction, and service. In addition, three factors influencing customer satisfactions including procedures, facilities, and staff are identified.

2.1 Theory of Needs

Needs Theory cited on study.com by Sherri Harzell that theory identifies internal factors apply to motivate behavior that people are motivated by unfulfilled needs, based on the premise. And Needs are psychological insufficiencies that rouse some type of behavioral response.

The study from Rajapruek College stated the theoretical of needs concluded that there three criteria.

1. Human is a living creature who put needs and desires on top of the behavior, needs and desires controlled the behavior, if needs were fulfilled, motivation will be no longer existing on the desires.

2. Personal Needs are consequently arranged from basic to complicated needs.

3. Whenever basic need is fulfilled, the upper stage of need will be coming along to the top of needs.

The study also mentioned Maslow's Hierarchy of Needs

1. Physiological Needs – as the lowest and the most basic needs of all. Components of this type of needs are the four factors for lives; food, water, residence, and apparels. Also air and nature are considered part of this need.

2. Safety Needs – the second need coming along after the four factors is the safety for lives. To ensure that the environment is safe for their lives and health.

3. Social Needs – after obtaining the safety, human need social lives to commit with, need to be in the surrounding of others whom they love and trust.

4. Esteem Needs – love and trust obtained from others, but not yet from individual, that why this stage is about providing oneself love, trust, and respect.

5. Self-actualization Needs – the last stage of needs to obtain for oneself in order to be the best in game. Need seeks for success and to develop oneself for better stage.

The needs from the study mentioned as human would always treat and inspire themselves to the greatest of all. Due to the experience, Maslow was right on how people have fulfilled themselves with the above mentioned needs. Also this was applied to study the behavior of people in order to execute the organization or the private sector.

2.2 Theory of Service

Service is a professional field which grows productivity together with consumption, means service is unable to identify its needs, depending on when and what is needed. Also quantity of service is unable be forecasted but determine boundaries of the study. Service is intangible, only key indicator is customers' satisfaction given after obtaining the service. That's why the feeling and emotion of customers apply to indicate each service. Stated by Prakairat Sukhumalachat, et al 2001.

Research from Siam University commented service is compounded by three characteristics.

1. Quality of resources that were well-selected to meet the needs of service providers.

2. Quality of service providers who must be professional on the specific field.

3. Communication between service provider and receiver, signs and instructions must appear clearly.

Jintana Boonbongkarn stated the composition of S-E-R-V-I-C-E

       S – Smiling and Sympathy

       E – Early Response

       R – Respectful

       V – Voluntariness manner

       I – Image Enhancing

C – Courtesy

E – Enthusiasm

Service is an intangible object but can be felt because it's all from the emotions of service provider and customers, a thin line between the two. Providers must do the best to provide comfort to receiver with empathy and truthfulness. Service provider must fall in love and be passionate about the task, as providing service isn't an easy job because different people have different perspective on behavior, both understanding and inunderstanding. Then service provider must add patient during the activity, and receiver could also help along by adding compromise in between.

2.3 Theory of Satisfaction

Satisfaction means the contentment one feels when one has fulfilled a desire, need, or expectation, explained in vocabulary.com

Research on Satisfactions of Students with the Learning and Teaching of Mahachulalongkornrajavidyalaya University in Ayutthaya Province mentioned the definition of satisfaction (Elia and Patrick, 1972) that satisfaction is an emotion/feeling of person to measure how much the person like or dislike the human, object, or surrounding. Another article explained about satisfaction as feeling of happiness when a task was accomplished, or outcome was as expected (Wolman, 1973).

Research from Siam University proposed the concept of factors influence customers' satisfaction.

1. Product/service – empathy of service provider vs. receiver
2. Price of service – price per service in accordance of willingness to pay
3. Place – where service is located
4. Promotion – positive update provide to customers
5. People – the key factor the drive the entire service
6. Physical Environment – the overall surrounding that influence customers
7. Process – the steps and consequences of service informed to customers.

Satisfaction can be considered as quality of the product, or service by all mean, or considered as measurement of product. Satisfaction can be measured by the consumption or frequency of usage. Some industry such as hotel and restaurant can

measure from the total consumption and no. of return guests. But in university, the measurement must be provided by customers because registrar office never forces customers to come back. Only external factors forced student to come and obtain service from staff. In order to measure, questionnaires or secret interview must be applied for customers to comment and complain after obtain service.

2.4 Factors influencing customers' satisfaction

Under the topic writing of customer's satisfaction, there are several factors to apply in order to indicate the result, however, the chosen factors for this research were once been indicated, understanding that the findings must differ from previous researches but the common and workable factors always brought out the performance in as the following. At the university, the major service would be providing information, regarding registration, grade results, and important documents which process, facility, and staff have become important factors to drive the service at university.

2.4.1 Process

The first factor to help in measuring customers' satisfaction is process. Process must be approachable to customers in terms of reliability, fast, and efficient. Service provider or organization must provide clear steps of process for each task, also follow up the results of each process in order to de velop for a better service in the future, quoted from an article of Pitsanu Rujjopakarn. Process from previous researches mentioned, customers' satisfaction toward registrar office at Siam University, part of open-ended questions were scaled in five levels; Excellent, Good, Average, Fair, and Poor. Found that processing was rated students were most satisfied with operating hours (open-close time) was rated 'Excellent' at the percentage of 62.7% and the sequence of process for each requirements was rated 'Good' in 41.9 percentile. The study on customers' satisfaction availability also presented at Rajapruek College created the questionnaires in the five scales of Strongly Agree, Agree, Neutral, Disagree, and Strongly Disagree. Topic of process was mentioned only the information of sequence for each requirements were well provided, was ranked 'Agree' by the current students in the college. Another study from Chulalongkorn University mentioned the tangibility of the

service, means service was apparently clear about the process and involved documents; most likely meant by the request form provided by the university, by scaling of 6 levels; Never, Very Satisfied, Satisfied, Somewhat Satisfied, Dissatisfied, and Very Dissatisfied. Tangibility of process at Chulalongkorn University was ranked Satisfied by the students from Faculty of Commerce and Accountancy.

According to the studies at Siam University, Rajapruek College, and Chulalongkorn University, can be concluded that the process at the three universities was well organized in order to serve the students. Because process can lead to the caring and concern from the organization to provide the customers (students), which most of visitors measured from their first visit to the registrar office and found that signs or documents were provided to match the step of process at the office. As all three universities' process were ranked between good and excellent.

2.4.2 Facility

The second importance of the tools to drive registrar office at universities is the facility provided to students. Facility to store data and provide convenience to both service provider and students is the technology, mainly mentioned about the hardware and system. At Siam University mentioned about data base system and its security ranking appeared as 'Good' in the percentage of 36.2 – 38.5 accordingly. Besides the study from Siam University, Rajamangala Institute of Technology, also mentioned about the services provided to students; New and current student registration, Student record amendments, Official document requirement, and Calculation on average scores. All mentioned process was ranked Neutral due to the facility provide of system and internet connection. When students wanted to register the courses online, the system worked inefficiently or inactive in the traffic hours during the registration.

Facility was mainly recognized of quality of technology provided to respond the requirement to each service, also important data storage.

2.4.3 Staff

The most important criteria for in service industry is staff, considered as core product because product came from staff and employees as service provider. Staff can be compared to the organs as they helped to run business and provide service. According to it importance, staff must be indicated quarterly or annually depending on the firm. Staff was mentioned as the most importance because the sample of four studies found measurement involving with staff/people in the organization.

In order to measure customers' satisfaction, Siam University measured by students and they satisfied with the service from the staff because of staffs' enthusiasm, politeness, and promptness. As mentioned that staff is likely the core of service because staff is tangible and easy to approach and measure the quality. To be approachable, grooming is a common word using in service industry. Charting: made incredibly easy (n.a., 2002: 154) stated grooming as ability to tend to personal hygiene needs to make the entire body clean. Rajamangala Institute of Technology mentioned the characteristic of the service provider in terms of appearance and personality was ranked by students in level high neutral. Referring to a study from Rajapruek College from the questionnaires asking if staffs serve enthusiastically, friendly, effectively, and understandingly to satisfy the needs of students, segmented students by sex as male students were more satisfied with quality of the staff comparing to female students. Third study from Chulalongkorn University researched on Reliability and Empathy of staffs to student, was rated and ranked accordingly as Satisfied.

Referring to the result to measure customers' satisfaction from each university, showed that staff, key factor of service, provided quite satisfied service to students. Means that service providers had given importance to student needs, and they seemed to respond as hitting the nail on the head.

2.5 Definition of Specific Words

o **Customers** – Current undergraduate students

o **Customers' Satisfaction** – Intangible result of provided service to measure the service provider. Which is an important term in the world of business to forecast the future plan of the firm, and to bring back the traffic to the firm.

o **Service** – an intangible product provided to customers who made contacts with staff at registrar office SWU.

CHAPTER III
RESEARCH METHODOLOGY

Refer to the purposes for this research, the researcher would like to find out how much customers were satisfied by Registrar Office at SWU (Prasarnmit). At one point, if they weren't satisfied, what were the reasons behind and would apply the issues to sort out the best solution for the future better service. In order to find out, researcher must collect data from customers in varies faculty, undergraduate students.

3.1 Research Design

The design of this research was conducted as qualitative research to study the satisfaction of customers' towards Registrar Office at SWU (Prasarnmit). Research was separated to two parts **1) General Information**; Sex, Age, Department/Faculty, **2) Questions** asked to measure Empathy, Responsiveness, and Reliability of service providers toward customers. The questionnaires were formed into two languages; a) Thai and b) English, in order to collect data from Thai and foreigners.

3.2 Population and sample

Population of the study comprises current students studying at eight faculties locating in Prasarnmit, as they have direct interaction with Registrar Office staff. In order to understand different perspectives of students, the sample was drawn using quota sampling. The newcomers were selected for the interview to measure satisfaction and obtain feedback regarding the registration period. In addition, a group of 2nd-4th year students was participated to measure the convenience comparing to the operation hours from previous years. Lastly, the 5th year students who are the group of Bachelors of

Education program were also involved in this research as they contacted the Educational Service Division very often regarding the last semester registration and the paper work for the Teachers Council of Thailand. Their graduation process is slightly different from other programs.

3.3 Instrumental Research

Researcher set instruments to conduct research as the follow.

1. Studied previous researches involving with an evaluation of customers' satisfaction toward service providers, especially on service providers as universities.

2. Collected researches in order to limit the scope of questions.

3. Created questions to answer empathy, responsiveness, and reliability of service providers, as these are the most obvious interaction to customers.

4. Consulted with the advisor regarding the questions.

5. Created observation during the interviews.

6. Prepare the questions in hard copies.

3.4 Data Collection

Data Collection was done according to the interview and observation between researcher and students in order to collect data. Several questions were prepared to interview the students about their comments towards service from the Registrar Office. The in-depth interview was applied to collect data on this research as the interview performed the observation, during the interview, interviewer could observe the personality of the interviewee. Moreover, the behavior of interviewees could be analyzed from the culture of the faculty.

CHAPTER IV

FINDINGS AND DISCUSSIONS

The research aimed to measure satisfaction of customers after obtaining service from Registrar Office at Srinakharinwirot University (Prasarnmit). The data was collected from eight students in various faculties locating in Prasarnmit, who were currently in 1st – 5th year and had direct interaction with Educational Service Division staff. The collected data were analyzed and presented in this chapter.

4.1 Process

4.1.1 Instructions and Information

According to the interview researcher found that only first year students knew nothing about the Educational Service Division.

"I did have little difficult time finding the office as I'm the freshman and I didn't know where you were, signs are not so clear, not only your office but I believe it's somewhere in this university." (First year, Faculty of Humanities)

But more than 85% of interviewees had known the office before, because some of them had to contact the staff in order to consult regarding the withdrawal from their advisors' suggestion.

"No because we are not the first year, we already know you from our advisors." (Forth year, Faculty of Physical Education)

4.1.2 Operation period

According to the interview 75% of current students were satisfied with the operating hours of Mon. – Fri. 8.30am – 6pm and Sat. 08.30am – 4pm. Because the

students had difficult time running 100 yards from their classes to the office by 4.30 before

"The operating hours yet has nothing to do with me but at least I didn't have to rush after class, also there's a backup on Saturday." (Second year, Faculty of Sciences)

"Operating hour is better than previous years as I had to run fast from class to require for documents. And it's impressive that it's opening on Saturday, so it was easier for us, just in case." (Forth year, School of Economics and Public Policy)

"I guess it will do best for those who graduated, I'll inform my brother coz he graduated from here too." (First year, International College for Sustainability Studies)

4.1.3 Instruction signs

All interviewees mentioned about instructions as the signs in room and the website that all of them should be updated. Besides the instructions provided, there are few processes' instructions from the registrar office must be announced onto the website. Also the signs of each department, as some of the process could not be done within one department, but two.

"I'm not sure what you are expecting from this question because instructions in this room are can be hardly found. If you are asking about the improvement, please post instructions somewhere visible." (First year, Faculty of Humanities)

"I think it's clear enough but need to be changed as some of them are old already" (Second year, College of Social Communication Innovation)

"Can you also post all instructions onto the website, make it up-to-date? So we could read during the non-operation hours to prepare full documents when contacting you during the opening hours." (Forth year, Faculty of Physical Education)

"I was confused after writing the request form because I didn't bring my student card with me. I was told to go pay on the second floor. But you didn't tell me exactly where and there's not directions provide." (First year, International College for Sustainability Studies)

One student obtained an impressive service because the student compared our instruction and process to the previous year, expectation was automatically and positively improved.

 "Comparing to the previous year, it's not complicated, only pass on the student card to you." (Forth year, School of Economics and Public Policy)

4.1.4 Service through Telephone

Regarding the service through telephone, there were four comments from four students provided, the other four never call but directly approached the office, there were familiar answers from two students mentioning that they received clear information from the staff eventhough the staff explained a lot of information.
Have you ever phoned the office before coming in case of a document preparation?

"I received clear instructions even the conversation took long" (Second year, Faculty of Sciences and Third year, Faculty of Social Sciences)

The other two answers informed that they received unclear information as one of them was new and didn't know what the staff meant by some of technical terms, and the last participant seemed to be disappointed with the answer.

"I didn't understand much as I'm new, I couldn't picturize what the person was saying. (First year, Faculty of Humanities)

"Yes, I phoned for my graduated brother the other week. The person told me to bring nothing to university. When I arrived, your staff asked me to show the document in Thai version when I needed the English one, which I didn't bring with me." (Fifth year, Faculty of Fine Arts)

4.1.5 Other comments

Due to the question asking if interviewees obtained convenience regarding the process and would like to mention regarding other process and service provide at the office. Two topics came up and could be proposed to the executives regarding all the requirements involving the general request form, the queuing process, and payment process.

"Most of them are convenient, except for the general request form, why I had to bring to the head of the department." (Forth year, Faculty of Physical Education)

"Some of the process takes too long, academic leave requirement for example, plus I had to run back and forth" (Third year, Faculty of Social Sciences)

"As far as I see, there's no queue process, only who came first just handed the receipt then staff would call out accordingly. This arrangement is good when there are few customers. But please consider when there are more than 20 students in the room same time as I experienced during the graduation day last year." (Fifth year, Faculty of Fine Arts)

"Why don't you provide a cashier counter down here, I saw one available counter? So customers didn't have to run back and forth from 1st floor to 2nd and back to 1st." (Second year, College of Social Communication Innovation)

Satisfaction on process has become better than the previous research from other institutes because the period of operation has been expanded to provide convenience. But still some updates on instruction (website) were dissatisfied because they were not up-to-date, difficult to understand and could reflect to time consumption in the future.

4.2 Facility

At Educational Service Division, technology has been part of the management in order to manage the data and requirements from the customers. The registrar office at Srinakharinwirot University has used 'SUPREME' for more than 10 years, which the system is the facility also applied to collect and store data, receive requirements from students, arrange the class schedule, register online, etc. So the question also asked about the satisfaction towards 'SUPREME'.

Due to the questions towards 'SUPREME' the three common answers obtained both are positive and negative in accordance to the registration system.

"It's good, easy to access."

"It's dead when the registration period was activated"

"Once, the system did not debit the tuition from my account."

Besides registration system, academic document distribution received an admiration from all students.

"At this point, it's fast already; let's say that it's faster than expected"

As mentioned above regarding the registration system, there was also a comment of an online payment from a student with the real case scenario. Normally before registration period, students must link their SCB account to SUPREME in order to pay online after the registration. Researcher would like to know if students obtain any convenience regarding this system.

"I would like to borrow a case scenario from a friend of mine, she received inconvenience in paying the tuition fee at the bank, after contacting the staff, their assumption went toward her responsibility in linking her account to 'Supreme' from the beginning." (Second year, College of Social Communication Innovation)

SUPREME is well-known as data storage, means all students personal information are stored in the system. This research would like to know how customers think about the system security system. Most customers' mentioned that it's highly secured.

"Likely to be secured, due to Buasri ID and password, good enough for an education system" (Second year, Faculty of Sciences)

"It's definitely secure, as everyone concerned that ID came from our student ID no. and password came from our national ID no., still we can reset the password every time easily, didn't always have to be the national ID no. (Forth year, School of Economics and Public Policy)

At the end of the topic about facility, comments needed. One student suggested the system that students can order the academic document on their

"Have you ever thought of students ordering the document?" (Second year, Faculty of Sciences)

Previous researched hardly mentioned about the facility, such as system as they mostly measured the surrounding and person in order to apply to a KPI, and system could have nothing to do with Registrar Office. However, this research mentioned about

system as Registrar Office has become a main user to provide convenience to customers. The result of this topic came out as satisfied because customers thought it easy to access in order to register the courses and check grades, these service could be done anywhere with quality internet connection.

4.3 Staff

The question of this topic started about the emotional of customers toward the office, the answers reflected the environment positively and moderately to staff.

"Modern, new, cool with air-cons on" (First year, Faculty of Humanities)

"Staff spoke and welcomed me from the counter when I entered but I couldn't find the person." (First year, International College for Sustainability Studies)

One of the questions asked to measure the quality of staff towards service comparing the expectation and real situation. Forecast of this question was to obtain level of satisfaction from customers, which the result turned out well.

"When I first came, I only expected that process would take a day or two, and maybe I didn't bring enough documents so it would be impossible to require for any document by that day. But I was wrong; it was faster than I thought. (Third year, Faculty of Social Sciences)

"No expectation at all and service was fast" (Forth year, Faculty of Physical Education)

"As I mentioned earlier regarding the telephone call, I expected to ask for documents for my brother, but I couldn't coz I didn't bring Thai version. However, a staff helped me to find whoever still left the document there, and refer the translation to that one, so it didn't waste my time. The staff through the telephone was not as helpful as the one at the counter." (Fifth year, Faculty of Fine Arts)

In order to make sure that staffs were really helpful to indicate at the end of the fiscal year, the question again asked if bad attitude of staff appeared during the service.

"Staffs were nice and helpful." (Third year, Faculty of Social Sciences)

"Most of them were helpful; some staff really wasted my time when I needed fast and efficient answer." (Second year, Faculty of Sciences)

From the customers' perspective, which attitude and behavior of staff should be improve, only one person commented that staff needed to listen to what customers need, before applying answers.

"Maybe listen more, speaking less, try to listen to what I need and analyze, only some people and it happened only twice." (Forth year, School of Economics and Public Policy)

Regarding the telephone process, not only information provided, but also attitude and behavior of staff must be measured a customer mentioned that the tone of voice on the telephone seemed to be warm-hearted and welcomed.

"Yes, she asked me clearly and gently what I needed"(First year, Faculty of Humanities)

The measurement on behavior of staff in order to serve enthusiastically but the obstacles of staff at Educational Service Division, Srinakharinwirot University must be the timing.

"They were enthusiastic to help out in the morning. But not likely in the afternoon, it's understandable because it's after lunch." (Forth year, Faculty of Physical Education)

The most important behavior to become service provider is reliability. At university, providing academic information is very important otherwise the mistake could affect the future of an innocent student. Researcher would like to know how reliable the staffs are in customers' perspective.

"Very good, the answer came with confidence" (First year, International College for Sustainability Studies)

"Some of them took so long to get the correct information for me, staff was reluctant, at least they showed eager and willingness to help" (Second year, College of Social Communication Innovation)

"Depends on the topic, 'coz some of the topic they did actually know precisely, they answered, but wasted my time for a little." (Third year, Faculty of Social Sciences)

Previous researched mentioned about staff in neutral level because this factor has been the most delicate topic to mention about. But the obtained comments were given due to the in-depth interview that customers must answer and customers would think of

every detail they had experience. However, satisfaction on staff has been in the range of neutral – satisfied.

Conclusion of the result showed that students did not have high expectation from the service but once they interacted, they found that Registrar Office could tangibly and intangibly provide them more than they expected. Because this organization is a governmental sector, can neither be replaced nor challenged. So customers could only come to the office and gone with the wind.

CHAPTER V

RECOMMENDATIONS AND LIMITIONS OF THE STUDY

5.1 Practical Implications

According to the findings from the interview with students from different faculty with different perspective due to their lifestyle and attitude, showed that customers' were satisfied with the Registrar Office. However the result was separated into categories of Process, Facility, and Staff.

Process, customers were satisfied with overall service; instructions and information provide, operation period, and information through telephone. They provided convenience to customers which made their lives easier than it was in the previous days. However, the unlikely satisfied process at Educational Service Division at Srinakharinwirot University was the signs and instructions at the office and onto the website. Signs and instructions at the office and on the website need to be updated and modernized, also some of the signs are old and sloppy. The other comments toward the process was about the general request form that the process took so long and complicated, because the form asks for approvals from three positions at the faculty; 1) Academic Advisor, 2) Head of the department, and 3) Dean. Approval process is good as is, in order to inform all three positions to know what you would like to do, and likely asking if it's appropriate for student to process as requested. Srinakharinwirot University management system has been performed by providing decision making to the Dean of each faculty. Next comment on queuing process, the problem was solved already by the queue-ticketing machine, staffs at Registrar Office slightly use the machine in order to save electricity and paper consumption, but when there are more than 20 students approaching the office, the machine will again be reborn. And last comment on this topic is the cashier counter; most of customers complained about running up and down the stairs to pay for academic documents and must come back to the Registrar Office to receive the documents, and if they would like to require for more, they again had to run to the 2nd

floor to pay. This problem was brought up to the President Office Committee but there was no progress regarding the monetary and staff. Finance Department refused to come downstairs because of the limitation of staff. Otherwise Educational Service Division must specifically hire a new staff with education degree of Accounting. So the office could management this service on its own.

Regarding facility at Educational Service Division Office, the result on satisfaction was high, because one system could manage most of the requirement. The obstacles mentioned by students can mostly be solved if they paid attention to re-check their registration progress. There was also another comment asking, why students were unable to generate the order on their own like a vending machine. The answer is, there is not yet an account to log in one their own, account to generate orders (academic documents) must be from staff (security matters). Also SUPREME does not cover a program for student to log-in and generate their own orders, eventhough the office has insufficient quantity neither computer desktop, printer, nor space. But first thing to proceed is to improve or upgrade the system.

Last and important topic is satisfaction towards the staff, heart of service industry. Customers' moderately satisfied with staffs according to their nice personality and willing to help students. However, the comments toward staffs found that there should be an improvement on some behavior especially in communication as staffs are well-mannered and love to chat with customers which some of them, due to personality, dissatisfied with long conversation. And some only speak, hardly listen and pay attention to the requirement from customers. This obstacle can be improved by sending all staff to the training on how to serve in service. Another comment and obstacle is that some of the information provide was unreliable, due to the mis-communication within the organization, easy and smooth solution is to set up a meeting in the department to inform and update one another due to the information. Also make a handbook for staff to read in order to provide clear and reliable information to customers.

5.2 Limitations of the Study and Suggestions for Future Research

There are three limitations of the study. First, a number of interviewees were relatively small comparing to the size of population. Eight participants might not be enough to obtain comments and outcomes. As the result, future research should recruit more participants. Future research could also use a quantitative research design in order to generalize the findings of the study to the target population. Second limitation is the information (answers) from students, which were not likely to be satisfied, as students seemed unconfident to speak out and comment on service, especially, when the staff at the Educational Service Division were senile, aged above 45. By this limitation, future research should base on group of other users, such as instructors, because they also have direct interaction with the division. They would probably provide additional comments on the service. Third, the current study focused on the customer satisfaction toward the service. Future research could examine the needs and expectation of the staff towards the system at Srinakharinwirot University.
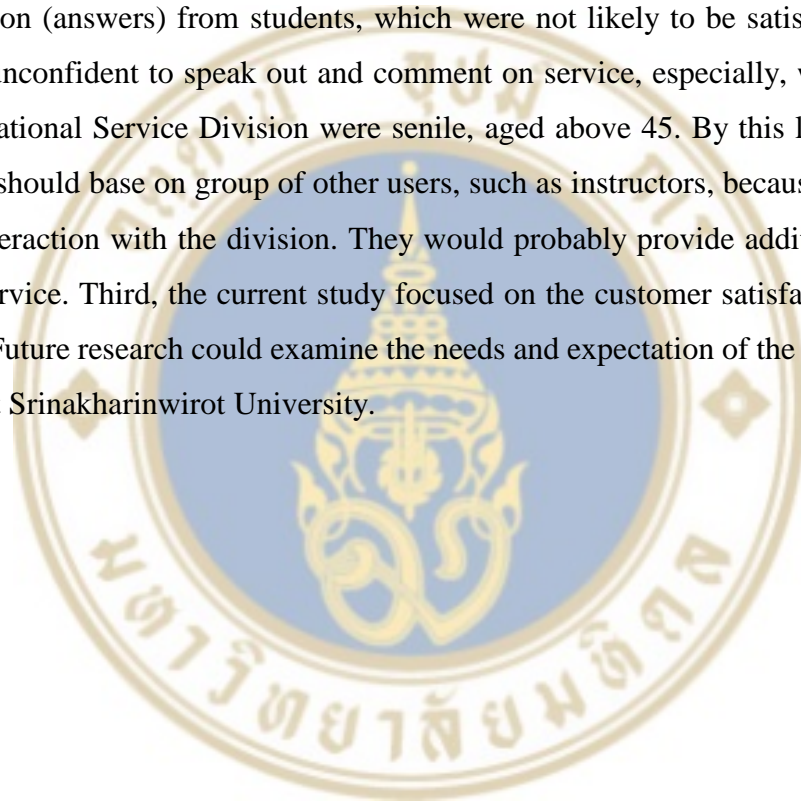
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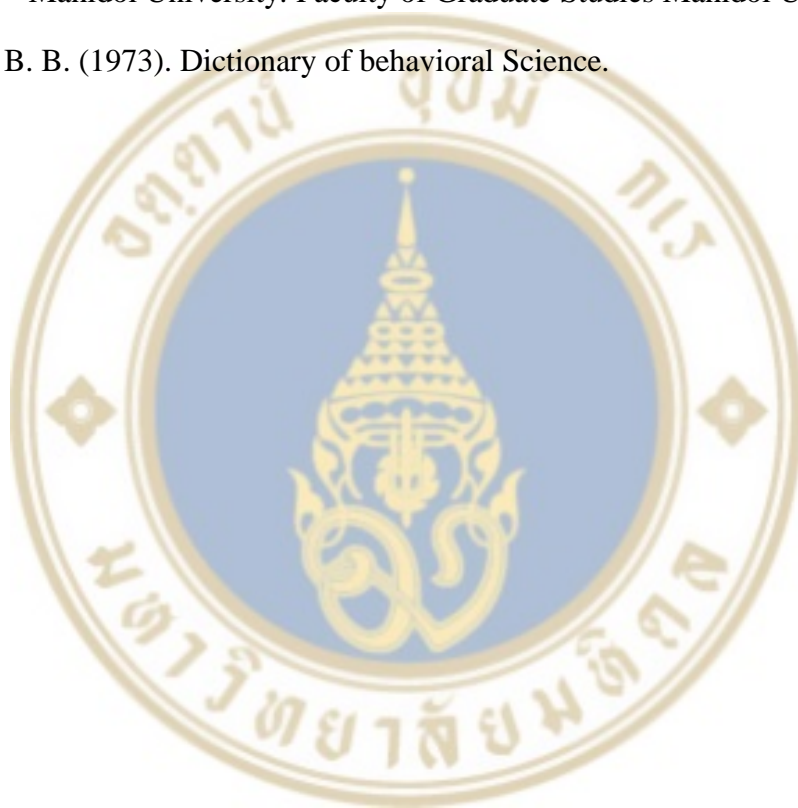
APPENDIX

Questions

The questions below will be applied to the research on Customers' Satisfaction towards Educational Service Division; Registrar Office at SWU Prasarnmit in Fiscal year of 2015.

Process

1. Did you have any problem finding us? Did you know before what we actually do here? Who told you to come here?
2. How do you like our operating hours Mon. – Fri. 8.30am – 6pm and Sat. 08.30am – 4pm?
3. How do you like the information provide on the counter, in your opinion, do you think improvement should be applied?
4. How would you like us to improve?
5. Did you receive complete instruction on how to process for one requirement? For example, document requirement, payment instructions, academic calendar, etc.
6. Did you understand the instructions clearly?
7. Have you ever phoned the office before coming in case of a document preparation?
8. Do you think some of our process makes sense to you? Whether yes or no, please specify particular situation.
9. How do you like our queue process?

Facility

1. What do you think about our registration system on the internet?
2. What do you think about system, for example, you are able to wait for the document within few minutes.

3. Is there any other facility you would to add in order to improve the service?

4. Have ever experienced any security system of Supreme? Do you think it's highly secured? You have any comment regarding the security of the system?

5. Did you receive any convenience regarding payment system? If not, what happened?

Staff

1. How did you feel about Registrar office when you first entered?

2. Did you have any expectation before visiting the counter? After contacting the staff, how did you feel, was it as you expected? Please explain what it was like.

3. Did the staff welcome you nicely? Have you experienced any bad attitude from our staff for the past two months?

4. How would like us to change the attitude or behavior of our staff here?

5. Have you phoned the office before coming? Did the staff speak softly and gently with you on the phone?

6. Did they seem to be enthusiastic to help you?

   How reliable of the staff when providing information